

Department of Agriculture

Acquisition Human Capital Plan (AHCP)

March 31, 2012

Agency Point of Contact for this AHCP

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AHCP Template

Each agency covered by the Chief Financial Officers (CFO) Act is required to develop an annual Acquisition Human Capital Plan (AHCP) as a means to improve the strategic management of the agency's acquisition workforce. This plan will address strengthening of all members of the acquisition workforce – contracting professionals, Contracting Officer's Representatives (CORs), and Project and Program Managers (P/PMs), and others who contribute substantially to successful acquisition outcomes – and should be developed in consultation with other agency officials.

To streamline and standardize this process for Acquisition Career Managers (ACMs), the Office of Federal Procurement Policy (OFPP) and Federal Acquisition Institute (FAI) have issued this template. Instructional boxes are provided throughout the template, and all response fields have been marked with a grey text box.

Information from this template may be useful in preparing future budgets. For the next iteration, your AHCP will be maintained on the FAI website. It is important that you do not modify this template so that in future years, your agency can perform historical analyses of acquisition-related data. Please submit your agency's AHCP electronically, using this Microsoft Word template, along with the agency-sponsored Acquisition Training Summary Spreadsheet, to Joanie Newhart (jnewhart@omb.eop.gov). If you have questions regarding your AHCP, please feel free to call her at 202-395-4821.

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SECTION I. Strategic Alignment of Acquisition with Agency Mission

Instructions: The President's March 4, 2009 Memorandum on Government Contracting¹ identified acquisition workforce development as a pillar for strengthened agency acquisition practices and improved government performance. Successful acquisition outcomes are a direct result of having the right personnel develop, manage and oversee agency acquisitions in accordance with sound acquisition management principles. The annual AHCP is a means to strengthen the agency's acquisition workforce to improve acquisition outcomes.

For successful acquisition human capital planning, agencies must consider, among other things, specific mission objectives, high-priority performance goals and the variety and complexity of agency acquisitions. Further, agencies are encouraged to review GAO and IG reports or other information to identify areas of focus.

Please begin by answering the questions below related to your agency's mission and the management of your agency's acquisition workforce in FY11, as well as your goals for managing the acquisition workforce in the future.

1. What is your agency's mission?

USDA provides leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management.

2. Please describe your agency's significant accomplishments in managing and strengthening the acquisition workforce in FY11.

USDA had several significant accomplishments during FY 11 in managing and strengthening the workforce. The following bullets provide a brief overview:

- **84% of USDA's GS-1102s were certified at the end of FY 11 which exceeded our target of 78%.**
- **The quantity of USDA's Contracting Officer Representatives that were FAC-COR certified nearly doubled during FY 11 from 1445 to 2692.**
- **The quantity of USDA's Program/Project Managers to be FAC-PPM certified shows promise with an increase from 1 to 9 during FY 11.**
- **USDA's Acquisition Workforce website continued to be enhanced in terms of content, user experience, and accessibility. Also, at the mission area (similar to a Bureau) level a COR website was launched to provide Program Offices with information on training, certification, and internal business processes.**

¹ Available at http://www.whitehouse.gov/the_press_office/Memorandum-for-the-Heads-of-Executive-Departments-and-Agencies-Subject-Government

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Some mission areas also offered a newsletter to better address and communicate the initiatives of their specific acquisition personnel.

- USDA placed an increased emphasis on leadership development and succession planning as well. Some of the highlights include leadership assessments, strategic team development, identifying/detailing talent from multiple organization levels for potential future acquisition leaders, emphasizing developmental assignments, improving hiring and retention especially among underrepresented groups, etc.
 - USDA's Forest Service comprises about half of USDA's acquisition workforce. They spearheaded their inaugural national training conference held for multiple acquisition disciplines to include contracting, procurement, grants and agreements, leasing, and asset management. This conference provided an opportunity for peer information sharing, consistency and standardization in communications and procedures, and relationship building.
3. What are the most critical challenges in managing your agency's acquisition workforce? Limited access to training required for FAC-C certification due to DAU system malfunctions and reduced funding for training offerings presented challenges toward the end of FY 11 and into FY 12. Also maintaining appropriate staffing levels is often challenging due to attrition, cumbersome hiring procedures, funding, etc.
4. What are your agency's goals for managing and strengthening the acquisition workforce in FY12, FY13 and FY14?
- Assess and recommend the appropriate staffing structure needed to best manage the Acquisition Workforce over the next few years. To accomplish this goal, USDA has established an Integrated Project Team that includes the Senior Procurement Executive, Procurement Policy Chief, several Head of Contracting Activity Designees, and others.
 - Fill future vacancies with upward mobility positions allowing for more advancement in the workforce and longer retention of critical knowledge and skills.
 - Identify and pursue more efficient methods, such as Direct Hire authority, of hiring promising candidates.
 - Pursue a more robust training, internship, and mentorship program for USDA's acquisition workforce.
 - Increasingly leverage FAITAS for tracking and management of training, certification, and identification of USDA's acquisition workforce. Work with FAI to explore the possibility of warrants being tracked in FAITAS.

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- **Increase opportunities for free Webinars, such as the recently released ‘Sustainable Acquisition’ course that may be used to mitigate the impact of reduced training budgets while completing continuous learning requirements.**

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SECTION II. Acquisition Overview

A. Agency Acquisition Profile Information

Instructions: Please complete *Table 1: Agency Acquisition Profile Information* below based on FY11 FPDS data. If you'd prefer, complete the information in Table 1 for all agency subcomponents (e.g., bureau, service, unit, node, etc.) in a separate document and submit it along with this plan. Be sure to provide only the agency-wide sum of your agency's subcomponents in Table 1. Optional space has been provided to comment on your agency's data, as needed.

Table 1: Agency Acquisition Profile Information

1. Total Dollar Amount of Obligations	\$5.2B
a. Services	40%
b. Supplies	60%
2. Number of Contract Actions (include all actions)	75,306
3. Number of Open Contracts (including delivery and task orders)	32,034

Optional: Use the space below if you would like to provide additional information regarding responses in Table 1.

The responses in numbers 1 and 2 above are as provided by Mr. Zinicola as instructed in the Feb. 2012 Interagency Acquisition Career Management Committee (IACMC) meeting.

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B. Acquisition Workforce Data

Instructions: Complete *Table 2: Acquisition Workforce Data by Functional Area* for FY11 through FY13. If you'd prefer, complete the information in Table 2 for all agency subcomponents (e.g., bureau, service, unit, node, etc.) in a separate document and submit it along with this plan. Be sure to provide only the agency-wide sum of your agency's subcomponents in Table 2. Please keep in mind the following when completing Table 2:

- Use data from the end of the Fiscal Year to fill in Table 2 (e.g., September 30, 2011 for FY11);
- Include the number of interns in your count of employees;
- Enter "0" if you do not have any interns in a functional area; and
- If you use an alternate calculation for any of the data below, please indicate the calculation method used in the optional space for comment provided after the table.

To provide additional context to the data below, you will be provided with the FY11 Government-wide 1102 attrition rate, as well as the FY11 attrition rate for your agency, via email when these data become available.

Table 2: Acquisition Workforce Data by Functional Area

	1102s		
	FY11	FY12	FY13
1. Number of 1102 Employees	641	635	635
2. Percent of Workforce Certified	84%	87%	90%
3. Number in an Intern Program²	18	19	20
4. Attrition Rate (# of attritions during FY11 ÷ # on-board at start of FY11)	17%	16%	15%
5. Number of Retirement Eligible Employees	200	188	197

	Contracting Officers Outside of the 1101 and 1102 Series		
	FY11	FY12	FY13
1. Number of Employees	406	396	386
2. Percent of Workforce Certified	10%	13%	16%

² Can be either a formal intern program or an informal intern program as determined by the ACM, and should include Presidential Management Fellows (PMFs) performing acquisition functions

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	P/PMs			CORs		
	FY11	FY12	FY13	FY11	FY12	FY13
1. Number of Employees	332	340	348	2692	2700	2710
2. Percent of Workforce Certified	100%	100%	100%	100%	100%	100%
3. Number in a Formal Intern Program	0	0	0	0	0	0

Employees in the 1101 Job Series: How do employees in the 1101 series support your acquisition function? To what extent should they have acquisition-related training and development?

Of the 3,874 GS-1101s at USDA only 19 are directly supporting the acquisition function as warranted Contracting Officers. Those 19 COs are required to meet the same training and certification standards as warranted GS-1102s.

Cost/Price Analysts: How many cost/price analysts does your agency have and what job series do they typically have? How is your agency utilizing these individuals (i.e., pre-negotiation analyses, source selection, contract management)?

At USDA cost/price analyses are done as part of the GS-1102 duties as described on Page 64 of the "OPM Position Classification Standard for Contracting Series, GS-1102". We have 0 individuals doing this as a separate function or series.

IT Specialized Acquisition Cadres: Please provide an update on your decision of whether or not to implement specialized IT acquisition cadres.

In terms of IT Management, USDA does not have a significant number of highly complex and/or high-risk IT acquisitions. USDA has seven major IT investments that the Secretary has deemed high priority for the Department. These investments are major modernization initiatives that will keep the Department's business processes running smoothly and enable more effective communication and collaboration with field offices and citizens. These seven major investments are: Modernize and Innovate Delivery of Agricultural Systems (MIDAS), Web Based Supply Chain Management (WBSCM), Public Health Information Consolidation Project (PHICP), Optimized Computing Environment (OCE), Enterprise Information Technology Acquisition (EITA), Comprehensive Loan Program (CLP), and Financial Management Modernization Initiative

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(FMMI).

USDA's TechStats have not uncovered any institutional challenges with agency's IT acquisitions.

The Department expects to complete its analysis of its existing staffing and decision making processes before it will approach a determination whether or not to establish a specialized IT cadre. As of the date of this supplement, it is too early to determine if such a cadre will make business sense for the Department. For example, as a result of its analysis, the Department may determine that there are not sufficient resources to dedicate a portion of the workforce exclusively to IT purchasing. This might cause the Department to decide that existing staff throughout its many branches will serve as its IT acquisition staff on less than a full-time basis, which will require a different approach than that of a dedicated full-time staff. Regardless of individual details however, as part of its analysis, USDA will continue to consider if implementation becomes the best business decision in the future.

Organization of Acquisition Function: There is a constant evolution in the types of contracts used to acquire the variety of products and services needed by agencies. This evolution reflects changes in not only "what" is acquired, but also "how" it is acquired. Considering this evolution, does your agency plan to reorganize its acquisition function in any way to accommodate changes needed to effect better strategic sourcing, more effective service contracting, or any other strategic acquisition initiatives? If so, please explain your planned changes below.

Absolutely! USDA has established an innovative Strategic Sourcing "SWAT" team for smarter buying. This team is part of the recommendations generated from Secretary Vilsack's "Blueprint for Stronger Services" (www.usda.gov/strongerservice). The team will develop a systematic process for analyzing and developing optimal strategies for buying goods and services.

The major duties/functions of this team are to identify areas of opportunities to leverage buying power, create efficiencies, reduce redundancies, and generate overall cost savings for USDA when buying goods and services. The team will review and analyze spending trends and conduct analysis of requirements, to assist in identifying areas to strategically source for department wide contracts. Team members are using their strong quantitative analytical skills to conduct spend analyses, determine trends, conduct market analysis of potential suppliers, determine total cost savings of potential opportunities, and assist in providing recommendations to a developing Strategic Sourcing Review Board.

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Optional: Use the space below if you would like to provide additional information regarding responses in Table 2 above.

N/A

Instructions: If applicable, please complete *Table 3: Acquisition Workforce Data – Other Acquisition Certification Functional Areas* below for each additional acquisition functional area in your agency that requires a certification (e.g., logistics, test and evaluations). Select the appropriate functional area from the drop-down.

Use the table below to specify the acquisition functional area; copy, paste and complete the table as needed for each additional acquisition functional area.

Table 3: Acquisition Workforce Data– Other Acquisition Certification Functional Areas

	Acquisition Certification Functional Area: Click Here and Select From Drop-Down		
	FY11	FY12	FY13
1. Number of Employees	N/A	<i>projected</i>	<i>projected</i>
2. Percent of Workforce Certified	N/A	<i>projected%</i>	<i>projected%</i>
3. Number in a Formal Intern Program	N/A	<i>projected</i>	<i>projected</i>

Optional: Use the space below if you would like to provide additional information regarding responses in Table 3.

N/A

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C. Strengthening the Role of the Acquisition Career Manager

Instructions: The *Acquisition Workforce Development Strategic Plan for Fiscal Years 2010-2014*³ identified “Strengthening the Acquisition Career Manager (ACM) Role” as critical for improving the identification and development of human capital planning activities associated with the acquisition workforce. In support of this objective, please elaborate on the role of the ACM in your agency below.

1. The position of ACM is a **Full-Time Position**
2. Does your agency have one ACM to manage all certification programs, or multiple ACMs? **1**
ACM manages all certification programs.
 - 2a. If multiple, please describe: **We do have ACM Designees who, as a collateral duty, assist within their designated mission area.**
3. The ACM works in the following office: **Office of Procurement and Property Management where the SPE is the Director**
4. The ACM reports directly to the following position: **Chief, Procurement Policy Division**
5. There are **0** full-time staff and **0** part-time staff directly supporting the ACM and the Agency’s Acquisition workforce programs.
6. There are ACMs in the agency sub-components (e.g., bureaus, services, units, nodes): **Yes**
 - 6a. If yes, please indicate the number of agency sub-component ACMs: **11**
7. The Acquisition training program is managed by the: **Other - Please Specify:**
This is a shared role between the ACM and the mission areas.

Plans for Strengthening the Role of the ACM: Is your agency planning to strengthen the role of the ACM? If so, please provide details of how the role is being strengthened. Also, please provide feedback on how OFPP can assist in strengthening the ACM within your agency.

Yes. In our Strengthening Administrative Services initiative, USDA is currently assessing and recommending the appropriate staffing structure needed to best manage the Acquisition Workforce over the next few years. To accomplish this goal, USDA has established an Integrated Project Team that includes the Senior Procurement Executive, Procurement Policy Chief, several Head of Contracting Activity Designees, and others.

³ Available at
http://www.whitehouse.gov/sites/default/files/omb/assets/procurement_workforce/AWF_Plan_10272009.pdf

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Optional: Use the space below if you would like to provide additional information regarding responses to the questions above.

N/A

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D. Agency Acquisition Workforce Competency Profile

Instructions: Please indicate the competency proficiency strengths and weaknesses of your agency's acquisition workforce below. Tables 4a, 4b and 4c have been pre-populated with your agency's competency proficiency data for contracting professionals, CORs and P/PMs, respectively, using data from the 2010 Acquisition Workforce Competency Survey (AWCS). Review the pre-populated data and update, as needed, to reflect the current strengths and weaknesses of your agency's acquisition workforce's technical competency proficiencies. If desired, you may report the results of an alternate competency assessment(s) performed by your agency to identify technical competency strengths and weaknesses.

It is recommended that your agency's competency data be taken into consideration when identifying and evaluating potential human capital initiatives. For more information on the AWCS, please visit [FAI's competency survey website](#).

Table 4a: Acquisition Workforce Competency Proficiency Profile: Contracting Professionals (N=273)

Confirm or update the five strongest technical competency proficiencies for contracting professionals at your agency. **Confirmed**

1. [Bid Evaluation \(4.10\)](#)
2. [Contract Award \(4.09\)](#)
3. [Market Research \(4.01\)](#)
4. [Solicitation of Offers \(3.99\)](#)
5. [Requirements Management \(3.96\)](#)

Confirm or update the five weakest technical competency proficiencies for contracting professionals at your agency. **Confirmed**

1. [Performance Based Acquisition \(3.26\)](#)
2. [Dispute Resolution and Termination \(3.47\)](#)
3. [Negotiation \(3.49\)](#)
4. [Financial Management \(3.57\)](#)
5. [Proposal Analysis and Evaluation \(3.58\)](#)

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Table 4b: Acquisition Workforce Competency Proficiency Profile: CORs (N=187)

Confirm or update the four strongest technical competency proficiencies for CORs at your agency.

Confirmed

1. Acquisition Planning (3.64)
2. Performance Management (3.60)
3. Effective Contract Management (3.40)
4. Technical Analysis of Proposals (3.39)

Confirm or update the four weakest technical competency proficiencies for CORs at your agency.

Confirmed

1. Negotiation (2.86)
2. Defining Government Requirements in Commercial/Non-Commercial Terms (3.10)
3. Market Research (3.27)
4. Effective Pre Award Communication (3.32)

Table 4c: Acquisition Workforce Competency Proficiency Profile: P/PMs (N=51)

Confirm or update the four strongest technical competency proficiencies for P/PMs at your agency.

Confirmed

1. Leadership/Professional (4.06)
2. Business, Cost Estimating & Financial Management (3.19)
3. Contracting (3.18)
4. Requirements Development and Management Processes (2.98)

Confirm or update the three weakest technical competency proficiencies for P/PMs at your agency.

Confirmed

1. Test and Evaluation (T&E) (2.22)
2. Systems Engineering (2.39)
3. Life Cycle Logistics (LCL) (2.67)

Optional: Use the space below if you would like to provide additional information regarding responses to the questions above.

N/A

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SECTION III. Acquisition Human Capital Initiatives

A. Agency-Sponsored Acquisition Training Events

Instructions: Please answer the questions below regarding major acquisition-related outreach events at your agency.

OFPP and FAI are interested in reducing duplication of course curriculum among agencies and leveraging existing training. To that end, please complete the *Agency-Sponsored Acquisition Training Summary Spreadsheet* for all existing training courses, as well as training courses to be designed in FY12, and submit the Spreadsheet along with this AHCP.

1. Did your agency hold major acquisition-related outreach events (such as webinars, seminars, conferences, etc.) in FY11? **Yes** If so, please describe each one using the format below. Copy and paste the table for each major acquisition-related outreach event, as needed.

a. Type of outreach event: <u>FAITAS Webinar</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency-wide</u>
c. In-person or Online: <u>Online</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

a. Type of outreach event: <u>Purchase Card Webinar</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency-wide</u>
c. In-person or Online: <u>Online</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

a. Type of outreach event: <u>Procurement Power Hour</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency subcomponent</u>
c. In-person or Online: <u>In-person</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

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a. Type of outreach event: <u>Acquisition Community Training Conference</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency subcomponent</u>
c. In-person or Online: <u>In-person</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

a. Type of outreach event: <u>Applying SBA Programs in Procurements</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency subcomponent</u>
c. In-person or Online: <u>Online</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

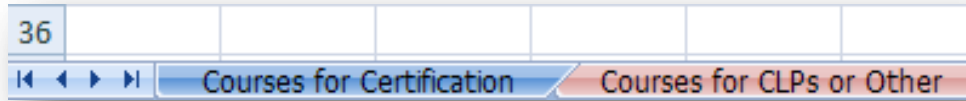
a. Type of outreach event: <u>Training on Web Supply Chain Mgmt. System</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency subcomponent</u>
c. In-person or Online: <u>Online and in-person</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

a. Type of outreach event: <u>Prompt Payment Procedures Webinar</u>
b. Agency-wide or agency subcomponent (e.g., bureau, service, unit, node, etc.): <u>Agency subcomponent</u>
c. In-person or Online: <u>Online</u>
d. Were other agencies invited? No
e. Does your agency plan to hold any major acquisition-related outreach events in FY12? Yes
f. If so, would these be available to other agencies? Not at this time

- Please complete the *Agency-Sponsored Acquisition Training Summary Spreadsheet* and submit it along with the AHCP. Note that the spreadsheet contains two tabs (pictured below); agency-sponsored training courses offered as part of certification program should

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be summarized in the “Courses for Certification” tab, while courses offered for CLPs, as well as all other courses, should be summarized in the “Courses for CLPs or Other” tab.



Optional: Use the space below if you would like to provide additional information regarding responses to the questions in this section.

USDA continues to enhance training opportunities department-wide for our Acquisition Workforce. In the next couple months we look to offer webinars for Sustainable Acquisition and Debarment and Suspension programs.

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B. FY11 Human Capital Programs and Initiatives

Instructions: Please use *Table 5: FY11 Human Capital Program/Initiative Reporting Template* to briefly describe the acquisition-related human capital programs and initiatives (excluding training courses) managed by the ACM or Acquisition Office in FY11.

- Begin by categorizing each program/initiative using the Office of Personnel Management's (OPM's) Human Capital Assessment and Accountability Framework (HCAAF), which provides a consistent, comprehensive structure for human capital management across the Federal Government
- Copy, paste and complete Table 5 for each program/initiative

The HCAAF has 3 broad categories under which your agency's human capital programs/initiatives can be classified:

1. Leadership and Knowledge Management
 - Workforce and Succession Planning
 - On-boarding
 - Coaching
 - Mentoring
 - Individual Development Planning and Career Path Management
 - Knowledge and Best Practice Sharing
2. Results-Oriented Performance Culture
 - Awards, Incentives and/or Recognition Program
 - Performance Management
 - Diversity and Inclusion
3. Talent Management
 - Recruitment and Outreach
 - Hiring
 - Intern Programs

Note: You are not expected to have an initiative for each category and/or sub-category – only those that relate to current programs and initiatives.

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Table 5: FY11 Human Capital Program/Initiative Reporting Template

HCAAF Category: Leadership and Knowledge Management
HCAAF Sub-Category: Workforce and Succession Planning
Program/Initiative Title: Strengthening Administrative Services
Program/Initiative Description and Purpose: This initiative was developed to plan and implement a more effective and efficient workforce at USDA.
Progress in FY11: Describe the steps that were taken to manage this program/initiative in FY11. During FY11 a Procurement Technical Working Group was convened where USDA's Head of Contracting Activity Designees, Chief of Procurement Policy, ACM, and others met once or twice a week for several months to plan, among other things, how to strengthen the workforce. The plan was vetted and approved by a Steering Committee, and eventually became part of a larger plan approved by Secretary Vilsack.
Evaluation and Outcomes: Was the program successful? The planning process was successful. Full implementation is not slated until later in the year so program success cannot be evaluated at this time. If yes, how did you know it was successful? The planning process was successful because each HCAD, procurement policy members, Procurement Steering Committee (including SPE), and others were able to agree on a plan to improve the workforce, reduce risk, and promote savings. OPTIONAL: Please provide metrics you used to determine the success of the program. Metrics are currently being contemplated.
Next Steps: What are the key next steps to be taken regarding this program/initiative in the future? Approved metrics, HR approval of new staffing plan to help manage Workforce and Succession Planning, and implementation. What are the intended outcomes in the future? Improved (1)retention, (2)knowledge management, (3)shared learning, (4) reduced costs, and (5) customer service are all potential outcomes. How will the intended outcomes be measured in the future? Outcome measurement is currently being contemplated.

HCAAF Category: Talent Management
HCAAF Sub-Category: Hiring
Program/Initiative Title: Direct Hire Authority
Program/Initiative Description and Purpose: USDA is currently in the process of obtaining approval to use Direct Hire Authority for GS-1102s at the entry level.
Progress in FY11: Describe the steps that were taken to manage this program/initiative in FY11. The SPE, Procurement Policy Chief, and ACM met with HR officials to determine the feasibility of pursuing the hiring authority and to learn the steps necessary to implement the authority at USDA.

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A justification for the authority was then prepared and submitted to HR. HR has approved the justification and it is awaiting Secretary Vilsack's approval.

Evaluation and Outcomes:

Was the program successful?

The program is still awaiting approval.

If yes, how did you know it was successful?

N/A

OPTIONAL: Please provide metrics you used to determine the success of the program.

N/A

Next Steps:

What are the key next steps to be taken regarding this program/initiative in the future?

Establish reporting tools so that, if implemented, effectiveness of the authority may be measured.

What are the intended outcomes in the future?

Improved, more efficient, and inclusive hiring practices. Onboarding of highly talented acquisition professionals, early in their career, that may grow and develop to become USDA's next generation of acquisition leaders.

How will the intended outcomes be measured in the future?

Through established reporting tools.

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C. Agency Recruitment and Retention Incentives

Instructions: Please use the drop-down options in *Table 6: Effectiveness of Recruitment and Retention Incentives* to indicate how helpful the following recruitment and retention incentives have been for managing the acquisition workforce as a whole at your agency over the course of FY11 and so far in FY12. Space is provided to provide one “other” example of effective recruitment and retention initiatives at your agency; if you’d like to provide more than one additional example, please use the optional space provided below Table 6.

Table 6: Effectiveness of Recruitment and Retention Incentives

Incentive	Frequency of Use	Utility	Comments
Recruitment Incentives <i>Please Specify: Signing Bonus</i>	Rarely	Somewhat Helpful	
Relocation Incentives	Rarely	Somewhat Helpful	
Student Loan Repayment	Rarely	Somewhat Helpful	
Tuition Assistance	Somewhat Frequently	Very Helpful	
Performance Awards	Frequently	Somewhat Helpful	Not quite as helpful now due to budget constraints.
Special Pay Incentive	Rarely	Somewhat Helpful	
Telework	Somewhat Frequently	Very Helpful	
Alternative Work Schedule <i>Please specify: 4-10 hr days, 5-4-9, etc.</i>	Frequently	Very Helpful	
Other <i>Please Specify: Retention Bonus</i>	Rarely	Somewhat Helpful	

Future Agency Focus: Does your agency plan to focus on any of these incentives in the future? If so, please provide information on the incentive and how your agency plans to utilize it in the future.

Incentives such as telework and flexible work schedules will probably be leveraged increasingly in the future.

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Optional: Use the space below if you would like to provide additional information regarding responses in Table 6.

N/A

DEPARTMENT OF AGRICULTURE ACQUISITION HUMAN CAPITAL PLAN (AHCP) TEMPLATE

SECTION IV. Acquisition Human Capital Initiatives Action Planning

A. Action Planning

Instructions: Use *Table 7: Action Planning Template* on the following page to plan for the key acquisition-related human capital programs and initiatives (excluding training courses) (1) to be implemented by the ACM or Acquisition Office in FY12, (2) for which new resources were requested in the FY13 President's Budget, and (3) which are anticipated for FY14. Agencies are encouraged to review their AHCP from March 2010 and the subsequent update in which the agency identified strategic objectives, outcomes and priority goals for FY10 through FY14. Copy, paste and complete the Action Planning Template, as needed, for each key acquisition-related human capital program and initiative to be implemented by the ACM or Acquisition Office.

To maximize the benefit of the action planning process, collaborate with key agency stakeholders, including the Chief Human Capital Officer (CHCO), Chief Acquisition Officer (CAO), Chief Financial Officer (CFO) and other acquisition professionals. You will be asked to provide a status update on these initiatives in next year's AHCP.

A sample Action Plan has been completed for you for OFPP/FAI's new Presidential Management Fellow (PMF) track in Acquisition; please further develop this PMF example for your AHCP, as appropriate.

Agency Budget Process: How are the initiatives planned for FY14 being considered in the agency budget process?

The SPE and CAO work together to ensure that planned acquisition initiatives are part of the FY14 budget planning process.

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Table 7: Action Planning Template – for example only; various details are still being determined in conjunction with OPM

Planning		
HCAAF Category: Leadership and Knowledge Management		
HCAAF Sub-Category: Individual Development Planning and Career Path Management		
Program/Initiative Title: Strengthening Administrative Services		
Brief Description of Purpose: Enhance the ability of USDA Acquisition Workforce members to serve their customers more effectively and efficiently.		
What need prompted the development of the initiative, and how was this need identified? Cite specific quantitative and qualitative data. 12% budget reductions in USDA’s discretionary spending will require enhanced skills and improved workforce structure to facilitate mission completion with less resources.		
Initiative Manager/Primary POC (Within Agency): SPE		
Implementation		
FY12 Implementation Steps	Accountable Representative(s)	Timeline for Completion
1. Identify the appropriate staffing plan and revised staffing functions incorporating more career ladder opportunities	SPE, Policy Chief, HCADs, ACM	1 month
2. Streamline Individual Development Plans by providing template through FAITAS	ACM	Complete
3. Enhance Acquisition Workforce management by improving Knowledge Management and training opportunities	SPE, Policy Chief, HCADs, ACM	6 months
4. Implement Direct Hire Authority to increase pool of acquisition professionals for full career development	SPE, Policy Chief, ACM	6 months
Evaluation		
Intended Outcome(s)	Evaluation Strategy (i.e., Metrics and Collection Methods)	
Acquisition Workforce is better postured structurally to cultivate acquisition competencies for each individual and to foster a more wholistic approach to career progression.	<ul style="list-style-type: none"> • Acquisition Workforce Competency Survey • Retention/Attrition Rates • Certification Percentages 	

DEPARTMENT OF AGRICULTURE ACQUISITION HUMAN CAPITAL PLAN (AHCP) TEMPLATE

Additional Human Capital Programs and Initiatives

Additional Human Capital Programs and Initiatives: What Government-wide acquisition-related human capital program and initiatives (excluding training courses) would you like FAI to consider implementing?

- **A warrant management system – possibly linked to FAITAS.**
- **Some type of internship program or other low/no cost program for agencies to efficiently obtain talented professionals who may be groomed to become the next generation of acquisition leaders.**